

A BRIEF HISTORY OF THE DIVISION
OF ACADEMIC AFFAIRS

by

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The Office of Academic Affairs had its earliest antecedents in the appointment of Professor Harvey Davis as Vice President in 1942. Prior to that time academic affairs and curricular development had been the personal province of the President, with the advice of his faculty. In 1907, with the faculty having increased to over 170 members, President William O. Thompson, in order to facilitate the development of curriculum, formed a Committee (later Council) on Instruction. According to the Faculty Rule Book of 1907 this Committee consisted of "...seven members to be appointed by the President at the usual time of appointing the standing committees. To this committee shall be referred all the questions of correlation and duplication of courses and the organization of new courses arising in the Faculty."¹

During the early development of the University, when the enrollment was relatively small and its operation simple, this system worked well. As the University continued to expand, both in physical size and student enrollment, it became too complex and unwieldy for one man to administer effectively. In order to relieve the President of some of the burdens of administration, the Board of Trustees, in 1932, appointed James Lewis Morrill, then Junior Dean of the College of Education, as the University's first Vice President.

However, when the Board made the appointment it failed to define precisely Dr. Morrill's duties, limiting itself to the statement that he was to coordinate "...University relations and to have charge of such other matters as the President may from time to time delegate...."²

¹The Ohio State University, Rules and Regulations of the University Faculty (Columbus, 1907), p. 4.

²Record of the Proceedings of the Board of Trustees of the Ohio State University for the Year July 1, 1931 to June 30, 1932 (Columbus, 1932), p. 165.

Under this arrangement, Professor Morrill's activities consisted largely of public relations, a task for which he was "eminently fitted," while President Rightmire continued to retain the vast majority of administrative functions, including academic affairs, in his own person.

The University continued under this arrangement for the next decade. In December, 1941, Dr. Morrill resigned to accept the presidency of the University of Wyoming. Prior to his departure, he submitted an informal, handwritten report to President Howard L. Bevis entitled "General Impressions and Hunches." While it dealt primarily with the President's relation to the Faculty Council, which had been organized just that year, this report made two suggestions that were pertinent to the Office of Academic Affairs. Perhaps in protest of or as a warning against the Rightmire administration's non-academic use of the office of Vice President, Morrill advised that "The President should consider the status and authority of the Vice President in any internal reorganization of University Administration and in relation to the Faculty Council." The other suggestion of consequence was that "The President might like to consider the possibility of creating later a central bureau of Institutional Research--attached to his office, or the office of the Vice President."³ This latter proposal, though endorsed by succeeding vice presidents and University administrators, never was implemented.

In March, 1942, the Board of Trustees, acting on President Bevis's recommendation, named Professor Harvey H. Davis, of the Department of Education, Morrill's successor as Vice President. Davis's appointment represented not only a change in personnel, but more significantly

³"General Impressions and Hunches, based on Inspection Trip," memorandum from Vice President James L. Morrill to President Howard L. Bevis, undated, in the Howard L. Bevis Papers Record Group 3/f. University Archives. The Ohio State University. Columbus, Ohio.

"...a change in the personality of the post from a public relations position to an educational-organization post...."⁴ While President Rightmire had retained academic and administrative matters in his own hands and permitted Dr. Morrill to handle public relations, President Bevis reversed this position preferring to direct public relations and the major administrative operations of the University himself while making Vice President Davis directly responsible for academic and curricular affairs.

As the Alumni Monthly noted in its article on Davis's appointment, "Dr. Davis comes to the job at a time when academic problems are multitudinous, when curricular problems and their incidental financial headaches require a skilled head and hand for their ready solution."⁵ As Vice President Davis entered upon his new office the University was just beginning the job of "tooling-up" to meet its share of the wartime needs of the country.

Davis's first task was to evaluate the University's curriculum in relation to the war needs. The result was a major effort to provide for accelerated programs. All efforts were made to permit the student to complete as much of his education as possible before his call-up, even to the extent that grades of D and E were "forgiven" students in their final quarter before induction. In addition to the regular curriculum, a number of "war courses" or programs were conducted by the University. These included Civilian Pilot Training, the Navy "recognition" school, Engineering-Science-Management Training courses, and others.

Despite the necessary preoccupation with the war effort, Dr. Davis was also planning for the post-war period. In 1943, President Bevis announced the establishment of a special postwar faculty committee headed by Professor James F. Fullington, of English, which was to work with Davis in drawing up a blueprint for postwar needs and programs.

⁴"New Vice-President," Ohio State Alumni Monthly. XXXIII (April, 1942), p. 1.

⁵Ibid

The committee was to "...look both outward and inward--'outward toward the activities sponsored by the state and national governments and other developments affecting our community conditions--inward at necessary curricular developments, organizational requirements, and personnel problems.'"⁶

However, even this advanced preparation did not fully accommodate the University to the deluge of returning veterans who took advantage of Public Laws 346 and 16 (The Veterans Benefit Acts) to complete or begin their college education. Dr. Davis, working through the Council on Instruction of which he was ex officio chairman, developed a revised and expanded curriculum. It provided for refresher programs for students who needed to "brush up," established new programs in those fields or disciplines that the war had developed or given added importance to, and significantly revised many of the older, established curricula. Davis also worked diligently to enlarge and strengthen the faculty, an undertaking that was greatly assisted by increased state appropriations for salaries.

Nor were Davis's efforts limited to problems of curriculum and faculty. Stimulated by the government sponsored projects of World War II, the University was becoming more and more involved in research and graduate and professional level work. At a meeting on Gibraltar Island in September 1946, President Bevis and the Board of Trustees committed the University to the development of expanded programs in research and graduate and professional education. Because of its close relationship to curricular matters, Dr. Davis was given administrative responsibility for these programs. In placing university research under Davis, President Bevis began a process of organizing the university's research efforts that eventually was to run full cycle through the Office of Academic Affairs.

⁶ Seventy-Third Annual Report of the President of The Ohio State University to the Board of Trustees, the Governor, and Citizens of Ohio (Columbus, 1943), p. 1.

In the President's annual report for 1946, Dr. Davis enumerated the progress that had been made in Ohio State's research since the end of the war. He then related how the Research Foundation had in the last year provided \$100,000 to underwrite a new program of faculty research. Seventy-two percent of this amount was allotted to twenty-one projects in the physical sciences, twenty-three percent to eight projects in the biological sciences, and only five percent to projects in the humanities and social sciences. This lopsided distribution, Davis contended, was a major flaw and would need to be remedied.

In September 1948, Dr. Davis tendered his resignation after having accepted ^{a twin chairship at} ~~the presidency~~ of the State University of Iowa. How significantly the Vice Presidency had changed since the 1930's was brought out by President Bevis in his announcement of Davis's resignation to the Board: "Dr. Davis has in effect, created a new function in the management of our faculty and curricular problems. With courage, tact, vision, and judgment, he has interpreted the Board and the Administration to the Faculty, and in turn the Faculty to the Board and the Administration,"⁷ Bevis further defined the position and qualities of the Vice President in his letter of recommendation for a successor to Davis; "...in one sense it is an appointment almost personal to the President, in another and larger sense it involves the Faculty and its relations to the President and to the Board. Satisfactory administration of the position requires at once initiative and judgment, firmness and tact, imagination and capacity for detail, fairness and the capacity to discriminate. It bespeaks a high degree of confidence on the part of the Faculty and an ability to interpret the Administration to the

⁷Record of Proceedings of the Board of Trustees of the Ohio State University For the year July 1, 1948 to June 30, 1949 (Columbus, 1949) p. 1.

Faculty and vice versa."⁸

The man that President Bevis felt possessed such high qualities was Professor Harlan H. Hatcher, Dean of the College of Arts and Sciences. The Board concurred with Dr. Bevis's choice and, at its July meeting, approved the nomination by a unanimous vote to be effective September 16, 1948. Dr. Hatcher came to his new office as a "scholar of wide distinction" and a proven administrator. His tenure was to be brief, however, for in three years, like his two predecessors, he was to resign in order to accept the presidency of a major state university, in his case the University of Michigan.

Despite the brevity of his stay in office, Dr. Hatcher had a marked influence on the development of curricular affairs. During his tenure fourteen new curricula were instituted, three graduate programs initiated, the Bachelor of Arts curriculum completely reorganized, the School of Architecture created, and an Institute of Geodesy, Photogrammetry, and Cartography established. In addition, major efforts were undertaken to strengthen and broaden the faculty; at the same time the program of faculty and graduate research was expanded and improved by increased financial aid from the Research Foundation and by the more equitable distribution of funds between the sciences and the humanities.

To succeed Dr. Hatcher, the Board of Trustees returned to the College of Arts and Sciences and chose its Dean, Dr. Frederic W. Heimberger, as the third Vice President in Charge of Faculty and Curriculum. On September 4, 1951, Dr. Heimberger began his tenure as Vice President. It was a tenure that was to last for thirteen years, second in length by only seven months to that of Vice President for Student Relations Bland L. Stradley.

⁸Ibid., p. 2.

Before his retirement in 1964, Dr. Heimberger would direct the Office of Academic Affairs during the period of the University's greatest academic and physical growth.

During this time the enrollment of the University rose 63% from 26,000 in 1951 to over 42,000 in 1964, while the number of graduates climbed to more than 5,200 annually. To meet the needs of this student population explosion, Dr. Heimberger began a massive program of curricular expansion. The faculty was increased from 1,668 to nearly 2,200, with strong emphasis being placed on hiring the highest quality people available. The number of academic departments nearly doubled from sixty-eight to one hundred thirty-one, while literally hundreds of new courses were developed and introduced into the curriculum. By 1964 new degree programs had been instituted bringing to fifty-four the number of degrees offered by the University.

Nor was all the curricular activity confined to the campus in Columbus. On January 14, 1957, the Board of Trustees authorized a study to be made of "...the University's responsibility for the establishment of branches in Central Ohio Communities...."⁹ The result of that study was the establishment that same year of two two year branch campuses at Marion and Newark. The following year a center was opened in Mansfield, in 1960 another in Lima, and in 1962 a fifth at Lakewood. These, combined with the graduate center at Dayton and the center in Cincinnati gave Dr. Heimberger responsibility for developing a curriculum that truly covered the entire state of Ohio. To assist him in this task, President Bevis "borrowed" Dr. Kenneth J. Arisman from the College of Education to serve as Special Assistant in Charge of Branch Campuses, a position that later developed into an Assistant Vice President for Off Campus Education.

⁹Record of Proceedings of the Board of Trustees of the Ohio State University for the Year July 1, 1956 to June 30, 1957. (Columbus, 1957), p. 525.

Under the 1946 Board of Trustees' resolution the then Vice President for Curriculum had also been entrusted with responsibility for directing the University's research programs. In 1957, President Novice G. Fawcett, in order to clarify the Vice President's relationship to this aspect of his job, changed Dr. Heimberger's title to Vice President for Instruction and Research and named him to succeed Professor Alpheus W. Smith as President of the OSU Research Foundation. This arrangement was continued until November, 1962, when a separate Vice Presidency for Research was established and Dr. Heimberger's title was again changed to Vice President for Instruction and Dean of Faculties. During the six years that Heimberger headed the Research Foundation the gross dollar volume of University contract research increased from \$3,640,000 to over \$9,020,000.

In addition to contract research, Dr. Heimberger was also responsible for all aspects of the faculty research that had been spawned by World War II and continued as a disjointed program afterwards. On this aspect of the University's research program Heimberger worked both to try to improve the research opportunities available to the faculty and to increase the funds necessary to underwrite such research. In a report to the Board of Trustees on March 9, 1953, he defined the relationship of this type of research to the overall improvement of the University's faculty:

Many factors go into the building of a faculty for a truly distinguished university--the kind of faculty we are trying to build and keep on this campus. Of major importance, of course, is the salary scale with which we have to meet the competition of other universities.

Other determinants of our success in building a strong faculty are a satisfactory retirement plan, a suitable policy of tenure and an atmosphere conducive to teaching and research of the highest quality. Still another is the provision of opportunities for continuing research, so that the faculty can make its proper contribution as a whole and so that the individual may continue to grow as a vigorous scholar.¹⁰

¹⁰ Record of Proceedings of the Board of Trustees of the Ohio State University for the Year July 1, 1952 to June 30, 1953. (Columbus, 1953), pp. 291-92.

With this purpose in mind, Dr. Heimberger appointed a special committee, headed by Professor Edison Bowers of the Economics Department, to study faculty research. This committee developed a program that held that it should be "...the policy of the University to make research opportunities available to qualified faculty members throughout the University..."¹¹ and that all faculty research should be organized and coordinated. Heimberger presented this report to the Board of Trustees with his full endorsement and the Board agreed to sponsor a one year trial program with funds from the Research Foundation. The next year, at its November meeting, the Board, following Vice President Heimberger's recommendation, voted to continue this program and to establish the concept of "assigned research duty" as University policy.

Vice President Heimberger's tenure was not only a period of great academic growth, but also one of great academic ferment. As Vice President he became intimately involved in two of Ohio State's more significant controversies, the Darling Case and the Speakers Rule Conflict. In the former he was in the forefront to ensure that Professor Darling received a full and impartial hearing despite the fact that he knew such action would leave him open to accusations of "pinkism." He was also in the forefront opposing the vote of censure against Ohio State by the American Association of University Professors over the Darling Case, not so much because of the reasons the AAUP gave for voting censure but rather because of the methods they used to arrive at the vote.

As unpleasant as the Darling incident was, it was not nearly as troublesome to or to have such dire consequences for the University as did the Speakers Rule Controversy of the 1950's and 1960's. This problem, growing out of a

¹¹"Report of the Committee on Research Leave" in Faculty Council Minutes, 1952-1953. p. 109.

minor incident during the summer of 1951, came to almost totally dominate campus life and thought for nearly a decade and a half before it was finally resolved in 1969. As the Vice President responsible for academic matters, Dr. Heimberger found himself intimately involved in the controversy. His was a long, often frustrating, and, at times, even bitter battle waged to ensure that the rights of faculty and students for "academic freedom" were not lost in the maze of accusation, counter-accusations, and rhetoric that swirled about this protracted and occasionally hotly contested conflict. Despite all his efforts to find a solution to the problem, the Speakers Rules Controversy was no where near a settlement when Dr. Heimberger, at the mandatory age of 65, retired in 1964.

To find a successor for Professor Heimberger, the University conducted an exhaustive nationwide search. The man finally selected was Dr. John C. Weaver, a nationally known scholar and educational administrator who was then serving as vice president for research, dean of the Graduate School, and professor of geography at Iowa University. On July 1, 1964, Dr. Weaver became the fourth Vice President for Instruction and Dean of Faculties. The next year President Fawcett (in an effort to clarify Weaver's areas of responsibility) changed the title of the office to Vice President for Academic Affairs and Dean of Faculties.

Dr. Weaver immediately began to implement his program for improving Ohio State's already high academic reputation. He initiated a number of basic policy changes aimed at a more logical structuring of the various University curricula. Unfortunately, with his reorganization program just barely begun, Weaver resigned in 1966 to accept the Presidency of the University of Missouri. Thus, in less than two years the University was again faced with the task of finding a top level administrator for the Office of Academic Affairs.

The man chosen to succeed Vice President Weaver was Dr. John E. Corbally, Jr., an individual who already served in numerous administrative capacities with the University. Since coming to Ohio State in 1955, Dr. Corbally had been, successively, Assistant Professor of Education, Director of the Personnel Budget, full professor and Executive Assistant to the President, and Vice President for Administration. In 1966, Dr. Corbally was also appointed Provost of the University, thus completing the evolution of the office from when it was known simply as University Vice President in the 1930's to its present title of Vice President for Academic Affairs and Provost of the University.

Dr. Corbally, like his predecessor, felt that the University had become too unwieldy and was in need of a major reorganization. Despite stiff opposition from many sectors of the faculty, he proceeded with the program that had been first started by Dr. Weaver. On May 9, 1967, the Faculty Council, by a vote of thirty-nine to eight, approved Corbally's reorganization plan and set January 1, 1968, as the implementation date. This decision was a major turning point in the life of Ohio State University. It was the first significant alteration of the academic structure since the University was divided into Colleges in 1895.

Under this plan the colleges rather than the departments became the basic academic unit of administration. The departments were regrouped in such a manner as to make them more homogeneous, while the number of colleges were increased from eleven to sixteen. Operationally, Corbally expected the new college deans to "...initiate and not merely to receive ideas from departments. In this manner, the deans would furnish leadership in the development of departmental academic plans as well as in the consolidation of departmental designs into a college plan."¹²

¹² Doris W. Ryan. "University Departments: Their Organization and Response to Reorganization" (Unpublish PhD dissertation, Division of Social Sciences, University of Chicago) p. 2.

The new academic structure took effect January 1, 1968. In March 1969 Dr. Corbally accepted the post of Chancellor and President of Syracuse University, and once again the administration had to seek a new Vice President for Academic Affairs. On President Fawcett's recommendation the Board of Trustees, at its July meeting, approved the appointment of Professor James A. Robinson as the successor to Dr. Corbally. Dr. Robinson had joined the Ohio State faculty in 1964 as Professor of Political Science and since 1967 had headed the Mershon Center for Education in National Security. On September 1, 1969, he took office as the sixth Vice President for Academic Affairs and, at 37, the youngest vice president in the history of the University.

The relation of Academic Affairs and Research came full cycle in the winter of 1969. Dr. A. B. Garrett, Vice President for Research since the office was created in 1962 resigned to teach freshman chemistry. Responsibility for the Office of Research was assigned to the Vice President for Academic Affairs and Provost.

APPENDIX
PERSONNEL OF THE OFFICE OF ACADEMIC AFFAIRS

Vice Presidents

University Vice President - James L. Morrill 1931-1942
Harvey H. Davis 1942-1948
Vice President for Faculty and Instruction - Harlan H. Hatcher 1948-1950
Vice President for Faculty and Curriculum - Harlan H. Hatcher 1950-1951
- Frederic W. Heimberger 1951-1956
Vice President for Instruction and Research - Frederic W. Heimberger 1956-1962
Vice President for Instruction and Dean of Faculties - Frederic W. Heimberger
1962-1964
- John C. Weaver 1965-1965
Vice President for Academic Affairs and Dean of Faculties - John C. Weaver
1965-1966
Vice President for Academic Affairs and Provost - John E. Corbally, Jr.
1966-1969
- James A. Robinson 1969-

Assistant to the Vice President

Francis J. Coultrap 1946-1949*
Elinor A. Bayer# 1949-

*From 1942 to 1946 Miss Coultrap was officially listed as a stenographer assigned to the Vice President.

#From 1959 to 1966 Miss Bayer also served as Secretary of the Council on Instruction and from then on as Secretary of the Council on Academic Affairs.

In 1956, Academic Affairs was separated from the Office of the President and established as an independent division. The following listings show the individuals who have served in the Office of Academic Affairs since that date.

1956/1957 Assistant to the Vice President, Research Development and
Institutes - Karl E. Krill
Special Assistant in Charge of Branch Campuses - Kenneth J. Arisman
Director of Libraries - Lewis C. Branscomb
Director of Twilight School - Luke K. Cooperrider
Director of Radio Education - I. Keith Tyler
Director of Research Foundation - Oram C. Woolpert

1957/1958 Assistant to the Vice President, Research Development and
Institutes - Karl E. Krill
Special Assistant in Charge of Branch Campuses - Kenneth J. Arisman
Director of Libraries - Lewis C. Branscomb
Director of Twilight School - Luke K. Cooperrider
Director of Radio Education - I. Keith Tyler
Director of Research Foundation - Oram C. Woolpert

- 1958/1959 Assistant to the Vice President, Research Development and
Institutes - Karl E. Krill
Special Assistant in Charge of Branch Campuses - Kenneth J. Arisman
Director of Libraries - Lewis C. Branscomb
Director of Twilight School - Luke K. Cooperrider
Director of Radio Education - I. Keith Tyler
Director of Research Foundation - Oram C. Woolpert
- 1959/1960 Assistant to the Vice President, Research Development and
Institutes - Karl E. Krill
Assistant to the Vice President, Curriculum Development -
Jackson W. Riddle
Assistant to the Vice President, Director of Off-Campus Centers -
Kenneth J. Arisman
Co-ordinator of Part-time Education - G. Robert Holsinger
Director of Libraries - Lewis C. Branscomb
Director of Radio Education - I. Keith Tyler
Director of Research Foundation - Oram C. Woolpert
- 1960/1961 Associate to the Vice President, Research Development and
Institutes - Karl E. Krill
Associate to the Vice President, Curriculum Development -
Jackson W. Riddle
Assistant to the Vice President, Director of Off-Campus Centers -
Kenneth J. Arisman
Co-ordinator of Part-time Education - G. Robert Holsinger
Director of Research Foundation - Oram C. Woolpert
Director of Libraries - Lewis C. Branscomb
- 1961/1962 Associate to the Vice President, Research Development and
Institutes - Karl E. Krill
Associate to the Vice President, Curriculum Development -
Jackson W. Riddle
Assistant to the Vice President, Director of Off-Campus Centers-
Kenneth J. Arisman
Director of Research Foundation - Oram C. Woolpert
Director of Libraries - Lewis C. Branscomb
- 1962/1963 Associate to the Vice President, Research Development and
Institutes - Karl E. Krill
Associate to the Vice President, Curriculum Development -
Jackson W. Riddle
Assistant to the Vice President, Director of Off-Campus Centers -
Kenneth J. Arisman
Director of Research Foundation - Oram C. Woolpert
Director of Libraries - Lewis C. Branscomb
- 1963/1964 Associate to the Vice President, Curriculum Development -
Jackson W. Riddle
Assistant to the Vice President, Director of Off-Campus Centers-
Kenneth J. Arisman
Director of Libraries - Lewis C. Branscomb

- 1964/1965 Associate Dean of Faculties - Jackson W. Riddle
 Associate Dean of Faculties for Personnel Budget and
 Dean of Off-Campus Education - Edward Q. Moulton
 Director of Libraries - Lewis C. Branscomb
- 1965/1966 Associate Dean of Faculties - Jackson W. Riddle
 Associate Dean of Faculties for Personnel and Dean of Off-Campus
 Education - Edward Q. Moulton
 Director of Libraries - Lewis C. Branscomb
- 1966/1967 Associate Deans of Faculties - Arthur D. Lynn, Jr.
 Leon I. Twarog
 Assistant to the Dean of Faculties - James B. Heck
- 1967/1968 Associate Deans of Faculties - Arthur D. Lynn, Jr.
 Leon I. Twarog
 James B. Heck
 Special Assistant - John H. Herrick
- 1968/1969 Assistant Vice President for Academic Affairs; Secretary, Faculty
 Council; Secretary, University Faculty - G. Robert Holsinger
 Associate Deans of Faculties - Arthur D. Lynn, Jr.
 Leon I. Twarog
- 1969/1970 Executive Assistant to the Vice President, Secretary, Faculty
 Council, Secretary, University Faculty - Charles W. McLarnan
 Vice Provost for Curricula - Lloyd R. Evans
 Associate Dean for Program Development - Arthur D. Lynn, Jr.
 Associate Dean for International Programs - Leon I. Twarog
 Assistant Dean for International Programs - Richard L. Cameron